

Module 7:

Campaign Fundraising



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Campaign Fundraising

OBJECTIVES

- ▶ To understand how to fundraise for a political campaign
- ▶ To develop and manage a fundraising strategy

MATERIALS

- ✓ Copies of registration and evaluation forms
- ✓ Attendance sheet for each day
- ✓ Copies of the agenda
- ✓ Photocopies of the handouts
- ✓ Notepads and pens for participants
- ✓ Flip chart and markers or chalkboard and chalk

TRAINING SESSION AGENDA

Campaign Fundraising

Day 1

Opening Session

- ▶ Registration
- ▶ Introductions
- ▶ Ground Rules for Training

Morning Session

- ▶ Why Fundraising is Important
- ▶ Why People Give Money
- ▶ Fundraising Myths
- ▶ Where the Money Comes From:
 - Candidate
 - Family and Friends
 - Power Groups
 - Ideology Groups
 - People or Groups with an 'Axe to Grind'

Afternoon Session

- ▶ Contributor List
- ▶ Types of Donors
- ▶ Fundraising Strategy

Day 2

Morning Session

- ▶ Fundraising Tools
 - Tool Efficiency
- ▶ Tools for Large Donors
 - Candidate Direct Ask
 - Element of the Ask
 - Influencer Direct Ask
 - Fundraising Committee

Afternoon Session

- ▶ Tools for Medium and Small Donors
 - House Party Program
 - Special Events
 - Money-making activities
 - Door-to-door
 - Re-solicitation Mail (Multiple Asks)
 - Mail
- ▶ Special Interest Groups
- ▶ Political Action Committees (PAC)
- ▶ Fundraising Rules

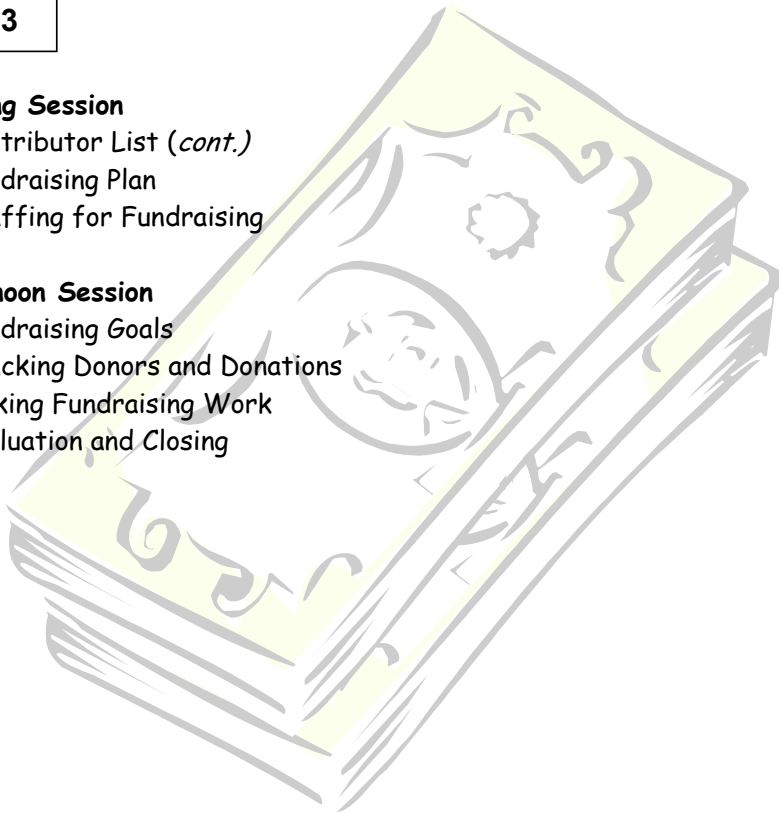
Day 3

Morning Session

- ▶ Contributor List (*cont.*)
- ▶ Fundraising Plan
- ▶ Staffing for Fundraising

Afternoon Session

- ▶ Fundraising Goals
- ▶ Tracking Donors and Donations
- ▶ Making Fundraising Work
- ▶ Evaluation and Closing



REGISTRATION FORM

Campaign Fundraising Training Session

Name:

Address:

Educational background:

Occupation or Work Experience (*Note: housework is work*):

Finance or accounting experience (in your work experience above or other volunteer experience; *for example, treasurer in a group or organization*):

Fundraising experience (*for example, selling raffle tickets for your children's school; selling take-away lunch tickets for your church; fundraising for a political candidate*):

Day 1

Opening Session

REGISTRATION

- Ask participants to fill out a registration form.
- Collect forms.

INTRODUCTIONS

- Introduction of trainer
- Ask participants to introduce themselves.

GROUND RULES FOR TRAINING

- Establish with participants the ground rules for training.
- Distribute a copy of the handout: *Ground Rules for Training* and review with participants.

Day 1

Cont.

Morning Session

WHY FUNDRAISING IS IMPORTANT

Money makes the rest of your campaign possible. Without it you cannot implement your campaign plan. Fundraising is one of the most important aspects of your campaign plan and should be an ongoing priority.

Why you need to fundraise:

- Getting your message out costs money and the earlier you receive the money the more planning you can do.
- Independent candidates may or may not have financial support. It is critical for independent candidates to ensure that they are able to raise sufficient funds to finance their campaigns.
- Money produces money – proves viability.

WHY PEOPLE GIVE MONEY

There are a number of reasons that people give money to campaigns. Many campaigns proceed from the false assumption that people give for charity or out of altruism. In fact, people give money because:

- They want to.
- They know you or the person who is asking.
- You need it and have told them so (and why).
- They were asked – no amount of PR and public education will help unless people are asked and given an opportunity to say yes.

It is important therefore to take your fundraising seriously. You are not begging. If you appear to be begging, it damages your credibility. The work you do is important and by asking someone to contribute, you are giving them an opportunity to participate.

Another point to emphasize is that when you are campaigning as a woman candidate, you have strong messages to share about women's representation in decision-making. Women who are too shy to be active in politics may be willing and able to give to women candidates, either financial or in-kind donations (for example, resources or time).

ACTIVITY: Group Discussion

- Ask participants to brainstorm additional reasons why people will give money for a political campaign.
- Record the responses on a flip chart.

TRAINER'S GUIDE: Discussion on *Why People Will Give Money to a Campaign*

- Some of reasons noted below may come out of the discussion:
 - They believe that what you say or stand for serves their needs; for example, that you are addressing their issues.
 - They grew up with you or the person who is asking.
 - They have worked with you on important issues or campaigns.
 - They like what you have to say and what you stand for.
 - They encouraged you to get involved.
 - They know someone else on your campaign.
 - They dislike the other candidate.
 - They see this as opportunity to advance their interests.
 - They think you are the candidate most like them.
 - They have been well courted.
 - **You ask and ask and ask.**
- Distribute Handout 1: *Why People Give Money*

FUNDRAISING MYTHS

- Distribute Handout 2: *Fundraising Myths* and review with participants.

WHERE THE MONEY COMES FROM

- | | |
|----------------------|---|
| ✓ Candidate | ✓ Ideology groups |
| ✓ Family and friends | ✓ People or groups with 'an axe to grind' |
| ✓ Power groups | |

Candidate

The candidate must give something to show that she believes in her campaign. There is always a difference between what people are able to give and what they are willing to give. If a candidate contributes an amount that was difficult to give, she is showing that she has stretched herself and it allows her to ask others to give more.

Family and Friends

Family and friends shouldn't need too much persuasion to give. This category of givers gives out of loyalty. When you approach family and friends, use emotional arguments to appeal to their sense of loyalty.

ACTIVITY: Group Discussion

- Have participants brainstorm categories of people that could go on a friends and family list.
- Record the responses on a flip chart.

TRAINER'S GUIDE: Group Discussion of a *Family and Friends List*

- Emphasise that the family and friends list is an extensive one not limited to immediate family and close friends.
- The following should emerge, although this is not a finite list.
- **Family and friends:**
 - Immediate family
 - Extended family
 - Personal friends
 - Classmates
 - Social clubs
 - Church friends
 - In-laws
 - Ex-spouses
 - Ex-in-laws
 - Neighbours
 - Parents of your children's friends
 - Old friends that you haven't spoken to in years
 - Co-workers

- Business associates
- Friends of your family
- People whose businesses you patronize
- Christmas card list

Power Groups

These groups believe their personal power will increase through the election of a particular candidate or party. They want a party or candidate who will promote and advance their interests. Power groups tend to support the incumbent but can be courted by a strong candidate who demonstrates an understanding of their issues and who has a credible agenda to advance their interests. Remember that power groups tend to give late in the campaign because they want to back the winner.

ACTIVITY: Group Discussion

- Have participants brainstorm categories of people that could go on a power group list.
- Record the responses on a flip chart.

TRAINER'S GUIDE: Group Discussion of *Power Groups*

- The following should emerge, although this is not a finite list.
- **Power groups:**
 - Labour unions
 - Special interest groups
 - Chambers of Commerce
 - The Private Sector Commission
 - Professional associations
 - Political Action Committees (PACs) (*note that PACs are to be discussed later in session*)
 - Industry lists
 - Businesses



Ideology Groups

Groups that support candidates based on ideology are cause driven. They believe what the candidate believes in. To woo this group the candidate must show a common interest or experience; for example, the candidate can talk about time spent on a cause or issue that is significant to a particular group.

ACTIVITY: Group Discussion

- Have participants brainstorm categories of people that could go on an ideology group list.
- Record the responses on a flip chart.

TRAINER'S GUIDE: Group Discussion of *Ideology Groups*

- The following should emerge, although this is not a finite list.
- ***Ideology Groups:***
 - Community groups
 - Women's Groups
 - Civil Rights Groups
 - Religious Groups
 - Youth Groups
 - Indigenous Groups
 - NGOs



People or Groups with an 'Axe to Grind'

This category of donor does not like your candidate. They are linked to you by a common desire to see your opponent defeated. When appealing to this group you also appeal to emotion by talking about what will happen if you are not elected, how your opponent failed the community in the past and what you will do differently.

- When planning your approach to this group, remember that your approach could have a long-term effect on your community.
- Avoid the temptation to use divisive arguments that will have a negative impact on your community in the long run such as appealing to race/class/gender or becoming involved in mud-slinging.

People or groups with an 'axe to grind' include:

- Power groups whose interest your opponent has not supported in the past
- Ideological groups whose interest your opponent has not supported in the past
- Individuals that do not support your opponent

HANDOUT 1: *WHY PEOPLE GIVE MONEY*

- They want to.
- They know you or the person who is asking.
- You need it and have told them so (and why).
- They were asked... No amount of PR and public education will help unless people are asked and given an opportunity to say yes.
- They believe that what you say or stand for serves their needs; for example, that you are addressing their issues.
- They know and/or grew up with you or the person who is asking.
- They have worked with you on important issues or campaigns.
- They like what you have to say and what you stand for
- They encouraged you to get involved.
- They know someone else on your campaign.
- They dislike the other candidate.
- They see this as opportunity to advance their interests.
- They think you are the candidate most like them.
- They have been well courted.
- **You ask and ask and ask.**



HANDOUT 2: FUNDRAISING MYTHS

Fundraising Myths

- *It is easier to do low dollar fundraising than high dollar fundraising* - Organising an event for 100 people to give \$500 dollars each is much more difficult than phoning one person to get a cheque for \$100,000.
- *Only the rich give* - People from all socio economic levels contribute to political campaigns.
- *Good fundraising is good "schmoozing/arm-twisting"* - in fact fundraising should be about making connections so that people understand what you stand for and therefore WANT to give.
- *All we need is a story in the Stabroek News or a celebrity* - Media coverage or celebrity endorsement alone doesn't necessarily work. You still need to ask and still need to make connections.
- *Once someone has given it is rude to ask for more* - Re-solicitation (multiple asks) should be a major revenue source. Each donor should be added to a database and contacted regularly for donations.
- *People are motivated by charity and altruism and will give if the cause is good enough* - People do not give unless there is something in it for them.

Day 1 *cont.*

Afternoon Session

CONTRIBUTOR LIST

ACTIVITY: *Developing a List of Contributors*

- Ask participants to work in pairs and develop a contributor list for their own campaigns, using the categories identified above (candidate, family and friends, power groups, ideology groups, people or groups with 'an axe to grind').
- Each person should be able to come up with a MINIMUM of 100 names of possible contributors.
- Ask participants to identify people under all 5 categories. Remember to include 'the candidate'.
- Return to the larger group and discuss the process

TRAINER'S GUIDE: *Developing a list of Contributors*

- Note for the participants that if they can't come up with 100 names, they should not be launching a campaign.
- Bring the group back together. Ask if people were able to come up with 100 names.
- Have participants share ideas in the large group. Emphasise innovative ideas.
- Challenge the group to add to their list and have 100 or more names by the morning of day 2.

TYPES OF DONORS

Donors can be classified into 3 different types on your contributors list: large, medium and small donors. Whether you classify donors as large, medium or small depends on the area you are in and the type of race you are running. Classification is based on a single contribution not on the total amount the donor will eventually donate to the campaign.

Determine how you will classify your potential donor, based on your knowledge of the donor and research conducted by your campaign finance researcher. The researcher's job among other things is to determine how much a donor is able to give.

Amounts for large, medium and small donors may vary depending on the circumstances of the community. Here are some guidelines:

- Put these amounts up on the chalkboard or flip chart:

Large Donor

National Election
\$500,000 and up

Local Election
\$100,000 and up

Medium Donor

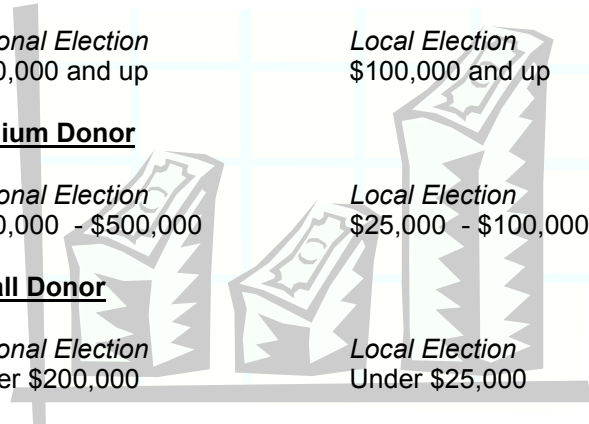
National Election
\$200,000 - \$500,000

Local Election
\$25,000 - \$100,000

Small Donor

National Election
Under \$200,000

Local Election
Under \$25,000



ACTIVITY: Small Group Discussions

- Organize participants into small groups.
- Ask participants to return to their contributor lists and to group donors into large, medium or small donors.
- Return to large group.

TRAINER'S GUIDE: Small Group Discussions on *Types of Donors*

- Ask the participants to share how they decided what group to place names in.
- Highlight the fact that a medium donor in a more affluent community might be a large donor in a less affluent community.
- Note that you must know something about your donor in order to plan how much to ask for. This means that you have to do research on potential donors.

FUNDRAISING STRATEGY

- In order to begin asking for contributions, you must develop a fundraising strategy:
 - Your fundraising strategy should have a different focus for each donor group.
- Distribute Handout 3: *Fundraising Strategy* and review with participants

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HANDOUT 3: FUNDRAISING STRATEGY

✚ *Note that your fundraising strategy will have a different focus for each donor group.*

1. Craft a Message:

- A campaign message for each group should appeal to emotion. Anger, pride and compassion are powerful motivators. When crafting your message consider:
 - ✓ What is the problem that this group or individual wants solved?
 - ✓ What causes are they interested in?
 - ✓ How will the election impact them?
 - ✓ What are their needs?
 - ✓ How can the candidate meet those needs?
 - ✓ Avoid messages that involve personal attacks on opponents or appeal to prejudice.

2. Evaluate giving potential and set goals:

- Evaluate what constitutes large, medium and small donations in your community
- Put a dollar amount next to each name on your contributor list as an estimate of what they can give.

3. Select appropriate tools:

- Group large, medium and small donors
- Use different tools with different levels of donors. For example, the candidate might invite a large donor to have coffee with her. A small donor might be invited to a special event for the campaign, such as a fair, where the candidate may or may not appear.

4. Decide *who* should ask for a contribution:

- For large donors, either the candidate, someone on the campaign team or a supporter who is respected and influential with the donor should ask. Large donors expect the personal touch from people closely associated with the campaign.
- Campaign volunteers can approach people for smaller donations. Small donors may want to see the candidate at an event but they don't expect to sit down to coffee.

5. Decide *when* to ask for a contribution:

- Individuals may be more willing to give to a campaign at the beginning of the month, just after they receive their month's salary.
- Corporations may be more approachable during a season when business is good.

Day 2

Morning Session:

FUNDRAISING TOOLS

Tool Efficiency

It is important to determine which fundraising tool is the most effective for the type of donor and area you are in. When assessing the effectiveness of your tools consider the following:

- ✓ **Response Rate** – The response rate refers to the number of people likely to say yes to a request for a donation. The response rate varies depending on the method used. For example:
 - If the candidate asks directly the response rate is 50 – 70%
 - Volunteers calling a targeted list will generally get a 30 – 50% response rate
 - Special events generally yield a 15 – 25% response rate
 - Letters have a response rate of 5 – 10% and
 - Cold calls usually yield a 1 – 2% response rate
- ✓ **Average contribution** – You should also consider the amount of the average contribution you will receive, relative to the amount of energy you will expend. For example, personal calls by the candidate will solicit a large contribution for little energy used. The ticket price for a special event is relatively low for the amount of energy needed to organize the event and sell tickets.
- ✓ **Donor Type** – Large, medium and small donors should be targeted in different ways.
- ✓ **Solicitor** – Who will be most effective in targeting specific donors? The candidate, friends of the candidate or members of the campaign team can target specific people or groups of people. For example, a supporter who is a well-known, respected businessperson might be a good choice to speak to business organizations or other business people.
- ✓ **Efficiency** – Be aware of the resources needed for each activity. You should take into account both human and financial resources. The least amount of candidate time + the most amount of favourable responses = the most efficient event.

- ✓ **Expense rate** – most events and activities cost money to organize. Analyse what the event costs against how much money you are likely to raise before proceeding.
- ✓ **Collection** - How quickly will the money be received? It is more desirable to collect money right away than to wait for a cheque to be mailed. Offering to pick up donations where possible might improve your response rate.

TOOLS FOR LARGE DONORS

Different types of donors are targeted differently. For large donors **directly asking for a contribution** is generally the most effective method, but there are others.

ACTIVITY: Group Discussion

- Have the group brainstorm ways of targeting large donors.
- Record the responses on a flip chart.

TRAINER'S GUIDE: Group Discussion on *Ways of Targeting Large Donors*

- The following tools should come up:
 - Candidate direct ask
 - Influencer direct ask
 - Finance committee
- Share the points below with the participants

Candidate Direct Ask

'Direct asks' by the candidate, by phone or in person, is the most effective and cost efficient way of soliciting contributions. This is a good way of getting early money for the campaign. It is important that the campaign team has researched the people that the candidate will approach. They should also track the results of the call for future reference.

Guidelines for 'direct asks' by the candidate:

- Using her contributor list, the candidate calls or approaches someone to ask for a contribution. The candidate must use a script for all approaches.
- The campaign identifies a fundraising scheduler who is responsible for scheduling and assisting the candidate with phone calls. The scheduler keeps a list and information about each donor including what they can afford to give and what their interests are.
- Generally, with support, the candidate should be able to make 30 – 60 calls in an hour.
- The scheduler can pre-dial calls, make notes about the caller and record results of phone call.
- To increase efficiency calls should be scheduled at convenient times. Lunchtime, for example, is not a good time to call, as people tend to be out.
- The candidate and scheduler can work with two phones, where possible. When the candidate is ending one call, the scheduler can be dialling.
- It may be helpful to schedule calls ahead, if someone has proven difficult to reach.
- The candidate and scheduler should debrief at the end of the session with regards to what worked and what didn't.
- If the person agrees to the amount you asked for without hesitation, you have not asked for enough.

Elements of the Ask

In order to effectively ask for contributions, you must have carefully researched each person on your list. Good research will give you a starting point for your call.

- Distribute Handout 4: *Elements of the Ask* and review with participants.

Candidates need to develop a script for asking for contributions that connects your target to the cause and incorporates the following:

- ✓ **Establish Rapport** – Be pleasant and professional. Having some information about the candidate that creates a personal link with them is useful.

- ✓ **State *their* interest** – Your research should have given you an insight into what issues are important to this potential donor. Mention them and ask how they are impacting the donor.
 - ✓ **Discuss viability** – Share campaign accomplishments; for example, money raised, endorsements and door-to-door campaigning. You need to be positive. No one wants to back a loser.
 - ✓ **Describe the investment** – Let them know why it is in their interest to invest in your campaign.
 - ✓ **Be specific** – Let them know what you need the money for and be specific about when you need it.
 - ✓ **ASK** - Ask for a specific amount, keep the request short and then stop talking and listen. This is often very difficult to do but it is essential. Often if we keep talking, we talk ourselves out of the donation (*“I know things are really hard right now financially and you probably have a million commitments...”* etc.). The donor will likely start making excuses but keep silent.
 - ✓ **If the answer is no, address their concerns** - provide information to help change their minds. Restate their investment (*“We are both concerned about pot holes/sanitation/etc. and my campaign is addressing those issues.”*).
 - ✓ **Negotiate** - Ask for the same amount but spread it out over time. (*“Well, if you can't manage \$100,000 how about \$50,000 now and \$50,000 next month.”*)
 - ✓ **If the answer is still no** - negotiate for a lower amount
 - ✓ **If the answer is still no** - Ask for a donation in-kind - resources, time etc. If you cannot get the money, try to get something. Try for a win/win situation.
 - ✓ **If the answer is yes** – Say thank you and confirm logistics (How you will collect the money). It is best to send someone over to collect a donation immediately where possible. Follow-up. If they ask you to call tomorrow, be sure to do that. If they don't, suggest a time and be sure to call them. Thank your donor again.
- Distribute Handout 5: *Sample Script – Direct Asks from the Candidate* and review with participants.

ACTIVITY: Developing a Script

- Have participants work in groups to develop their own script for direct calls from the candidate.
- Ask each group to role play direct ask phone calls.
- Have the larger group critique the phone calls, considering the following:
 - Were people able to keep silent after the request?
 - Were people able to keep pushing after a 'no'?
 - On a definite 'no,' did the caller remember to try for assistance in kind?

Influencer Direct Ask

An individual or group that is influential with the potential donor or well known and respected in the community can ask for a contribution on behalf of the candidate.

An influencer can:

- Call or send letters asking for a donation
- Make lists of members available in the case of a group or organisation
- The influencer states their personal support for the candidate or their groups support for the candidate.

Fundraising Committee

Set up a fundraising committee to coordinate the campaign's fundraising activities. The fundraising committee should be a group of people that represent a diverse range of interests in the community. Each member should have a target amount that they will raise for the campaign.

The finance director heads the finance committee and she or he is responsible for the overall management of the fundraising campaign. The finance director should be someone with accounting and fundraising experience and with contacts in the community.

People on the fundraising committee are clones of the candidate and are expected to reach fundraising goals by 'direct asks' to their contacts.

Staffing for the fundraising committee will be discussed on Day 3.

Other ways that large donors can contribute:

- **Give resources or time** – Large donors may have resources that will be useful for the campaign. Vehicles, office space, phone banks and venues for special events, for example, can all help the effort.
- **Allow the use of their name (endorsement)** – A respected person in the community endorsing the campaign can encourage support. Be sure that if you get a commitment for endorsement, that you have it in writing.
- **Provide names of friends** – You should get at least five names from each person you solicit to continue “growing” your list.

Day 2

Afternoon Session:

TOOLS FOR MEDIUM AND SMALL DONORS

Events are the most effective method for reaching medium and small donors but they are not a replacement for calls.

House Party Program

House parties are the most effective means of targeting medium donors but can also be used to target large donors. House parties are events that target fewer people than other events but expect a larger donation.

To plan a house party:

- Recruit hosts to invite people to a small gathering of 25 – 30 people. Although the campaign will prepare the invitations, it is the host’s responsibility to send out and follow up on invitations and to provide refreshments.
- Since some hosts are not comfortable with asking friends for money, the invitation should indicate a suggested donation.



- A host should be able to commit to having a minimum number of people present in order to raise an agreed upon minimum.
- Provide each host with a house party kit. A house party kit contains:
 - ✓ A profile of the type of people to invite to the party
 - ✓ How to promote the house party
 - ✓ Invitation with suggested donation amount. The invitation should say, "*If you are unable to come, please send a donation.*"
 - ✓ Script for calls and follow up. Scripts should include a short bio on the candidate, some information about what is going on in the campaign. What the candidate has done, declaration of support and an invitation to the party.
- If people cannot host a party, ask them to call their friends and ask for donations instead.

Special Events

- The goal is the most amount of profit for the least cost and least amount of work.
- A host committee is the key to events planning. A host committee is a group of influential people who commit to raising a certain amount of money or bringing a certain number of people out to an event.
- Always have a suggested donation or range printed on the tickets.
- Tickets should always say "*if you can't attend please send donation to...*" (List your campaign contact information).
- Have a minimum revenue goal for events.
- Success of an event depends on many factors including the planning, the amount of money spent, volunteer efforts, competing events and the attendance of supporters.

Event Planning

- Distribute Handout 6: *Campaign Fundraisers and Event Planning* and review with participants.

Money-making Activities

Activities such as yard sales, bake sales, raffles, auctions and concerts are good ways of targeting lower donors. These events have been popular ways of raising money in Guyana. Work out what works well in your area.

Door-to-door

You can 'piggyback' door-to-door fundraising on door-to-door canvassing activities.

Re-solicitation Mail (*Multiple Asks*)

- Direct mail to your donor database should be done every four to six weeks during the campaign.
- Send information about the campaign; highlight successes and media coverage.
 - 📧 *Be sure to check letters for mistakes. Letters are public information and can attract attention so be vigilant about not being too controversial because you assume you are writing to a "friend".*
- Distribute Handout 7: *Re-solicitation Mail* and review the following points with participants

Re-solicitation mail should:

- Include information on how the last donation helped.
- Include information on how the campaign is going.
- Ask for a donation early in the letter.
- Repeat the ask a couple of times.
- Be specific about what you want the money for.
- Always try to increase the donation.
- Impose a deadline.
- Be followed up with a phone call - calling people after they receive the letter will increase your response rate. As always, use a script and have information about the donor so that you can make connections.
- Include a thank you.

- Track results of your re-solicitation mail and follow-up on all letters and phone calls.

Mail

A “cold” mail campaign is very expensive and has a low response rate (a 2% response rate is typical).

SPECIAL INTEREST GROUPS

Another source of potential donors for your political campaign is special interest groups.

Special interest groups include:

- Professional groups such as lawyers, teachers, nurses and doctors
- Labour associations
- Business groups
- Groups with a focus on women, the environment and other special interests

To target special interest groups:

- ✓ Find a contact in each group that is influential and respected.
- ✓ Obtain information to help you target the group’s membership such as lists of members, how to contact members and what their concerns are.

POLITICAL ACTION COMMITTEES (PACs)

Political Action Committees exist in other countries but do not exist in Guyana. They are however, a potential source of revenue for women candidates and a way for women to influence the political process.

- A political action committee is a group of women or a women’s political caucus who raise money for candidates who meet their group’s criteria.

PACs:

- ✓ Establish criteria that individual candidates/political parties must meet in order to receive their support.
- ✓ Establish a steering committee that interviews and endorses candidates’ issues and track results.
- ✓ Raise money for candidates/parties that commit to certain issues.
- ✓ Interview candidates/parties to see who qualify.
- ✓ Present candidates/parties with criteria and tracks their performance on the issues.
- ✓ Provide volunteers who will go door-to-door for a candidate that they have endorsed.

FUNDRAISING RULES

- Distribute Handout 8: *General Fundraising Rules* and review with participants.



HANDOUT 4: *ELEMENTS OF THE ASK*

Steps to take in asking for contributions to your political campaign:

1. **Establish a rapport** - Be pleasant and professional and create a personal link with potential donors.
2. **State *their* interest** - Refer to issues that are important to the potential donor.
3. **Discuss viability** - Share campaign accomplishments and be positive.
4. **Describe the investment** - Let them know why it is in their interest to invest in your campaign.
5. **Be specific** - Let them know what you need the money for and be specific about when you need it.
6. **ASK** - Ask for a specific amount, keep the request short and then stop talking and listen.
7. **If the answer is no, address potential donor's concerns** - Provide information to help change their minds by restating their investment.
8. **Negotiate** - Ask for the same amount but spread it out over time.
9. **If the answer is still no** - negotiate for a lower amount
10. **If the answer is still no** - Ask for in-kind donations - such as resources or time.
11. **If the answer is yes** - Say thank you and confirm logistics. Follow-up. Thank your donor again.

HANDOUT 5: SAMPLE SCRIPT – CANDIDATE DIRECT ASKS

Example: Candidate asking a business contact for a contribution.

Hello, Mrs. Williams this is Joan Smith.

How are you? How are things with the business? I saw the article in the newspaper last week about the clean-up project you organized for the area outside your business. Have you had any progress with that?

Yes, it is a real problem that has been going on for too long. You might know that I am running for city council and this is one of the issues that my campaign has been working on. I plan to make it a priority, if I am elected to the council.

The campaign has been going well. We have had a lot of support. We have endorsements from Allied Shipping and Main Street Department Store and the feedback from our door-to-door canvassing campaign has been very positive. We are really pleased with how it is going.

The reason I am calling is because we need \$1,000,000.00 to bring our PR campaign up to the level that the parties are operating at and we need to launch it next week. I am asking if you can donate \$100,000.00 to go toward a series of campaign ads that focus on my plan of action for garbage cleanup in the community.

STOP TALKING

If "no":

Look, the incumbent candidate has done nothing about the garbage on Main Street that has been plaguing your business for years. I haven't heard anything concrete from any of the other candidates on the issue. I have been lobbying the council and participating in clean up efforts for months and we have a concrete plan to deal with that problem. That problem is critical to the business community on Main Street. If you can't manage \$100,000.00, what about \$50,000.00 this month and \$50,000.00 next month?

STOP TALKING

If still "no":

This PR strategy is critical to our campaign. The other candidates have the parties throwing millions behind their strategies. The campaign really needs your help. Would you be able to manage \$75,000?

STOP TALKING

If unable to get a cash donation:

I understand, Mrs. Williams. I guess things are hard for everyone right now. Would your business be able to make a couple of your vehicles and drivers available to us on Election Day to take people to the polls instead? Your support would be greatly appreciated and it would assist us in getting elected and ultimately being able to implement our plan of action to clean up the community.

If "yes":

Thank you very much. Who do we contact at your office to make arrangements? Thanks again. We really appreciate your support. Bye.



HANDOUT 6: CAMPAIGN FUNDRAISERS AND EVENT PLANNING

Stage 1

1. **Set date, time and location.** Mid-week is usually a better time than the beginning or end of the week. Ensure that your venue is not too large. It is better for a venue to be slightly too small making your event appear well attended than one that is too large making it appear that no one has attended.
2. **Recruit a host committee.**
3. **Develop event budget and revenues** - Ideally you will spend nothing but you must not spend more than 10 - 15% of what you will make on the event. Of the people that commit to a gift, 40% usually respond.
4. **Collect names for an invite list** - You can develop your list from sources such as lists of past donors, donors to similar causes and the host's lists.
5. **Design invitations:**
 - The host committee involvement - "*(Names of host) committee invite you to join candidate x...*"
 - Nature of event - "*at a fundraiser...*"
 - When (start and end) - "*on Wednesday February 4th, from 6pm - 8pm...*"
 - Where - "*at 555 somewhere lane, somewheresville..*"
 - Purpose of event - "*to talk about...*"
 - Suggested donation - Provide a reply envelope for donation. Guests can make donations in advance or if they are not planning to attend.

Stage 2

1. **Print and mail invitations** - Do not use bulk mail as it looks cheap and impersonal. Hand address invitations where possible.
2. **Coordinate host committee** (ongoing)

3. **Follow up with invitees** (ongoing) - ask if they will support candidate, collect money, ask if they will come to the event. 25% that say they will come, won't. Consider a maybe as a no.

Stage 3

1. **Coordinate host committee**
2. **Conduct phone banks**
3. **Monitor results**
4. **Make food and beverage arrangements**
5. **Recruit volunteers** for the event registration

Stage 4

1. **Complete phone banks**
2. **Complete host committee follow up**
3. **Conduct walk through** - you have to consider when the candidate will arrive where the candidate will stand and the other elements of the program.
4. **Prepare candidate remarks** - the formal program should be no more than 15 minutes.
 - Introduction 2 - 3 minutes
 - Candidate's speech 5 - 7 minutes
 - Question and answer - 5 minutes
 - End with thank you
5. **Brief candidate** - Candidate should be briefed on who to thank and why; issues in the neighbourhood; and issues of importance to the groups or organizations in attendance. She should be staffed with someone to move her around ensuring that she meets the hosts and other prominent people at the event.

6. Prepare "ask" script and identify solicitors

7. Prepare for registration - registration is a good opportunity to add names to your contributor list. Make registration as smooth and painless as possible and design forms accordingly:

- Registration form should identify those who have contributed and collect contact information.
- Have extra volunteers with clipboards so that there is no bottleneck at registration tables.
- Have nametags for guests if possible.
- Distribute campaign literature and remit envelopes.
- Have a collection basket circulating.

8. Hold event

9. Send acknowledgements



HANDOUT 7: *RE-SOLICITATION MAIL (MULTIPLE ASKS)*

Direct mail to your donor base should be done every four to six weeks during the campaign.

Re-solicitation Mail Tips

- ✓ Include information on how the last donation helped.
- ✓ Include information on how the campaign is going.
- ✓ Ask for a donation early in the letter.
- ✓ Repeat the ask a couple of times.
- ✓ Be specific about what you want the money for.
- ✓ Always try to increase the donation.
- ✓ Impose a deadline.
- ✓ Include a thank you.
- ✓ Follow up with a phone call.



- ✚ *Track results of your re-solicitation mail and follow-up on all letters and phone calls.*

HANDOUT 8: *GENERAL FUNDRAISING RULES*

General Fundraising Rules

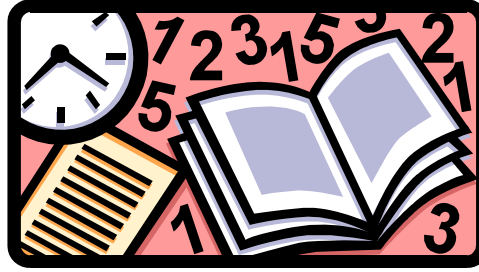
- You need to spend money to raise money.
- Money comes in commensurate with the amount of time you spend raising it.
- Do your donor homework.
- Always include a donation envelope with every mailing.
- No one wants to give you money; they want to support a cause or have you work to advance their interests.
- Set fundraising goals.
- Don't let a pledge get old. Collect donations as soon as possible.
- Don't make fundraising the last thing on your list each day.
- Ask for money everywhere you go.
- Learn to fundraise effectively.
- Thank your contributors.

Day 3

Morning Session:

CONTRIBUTOR LIST (cont.)

- Ask participants if they were able to add to their lists.



FUNDRAISING PLAN

Your fundraising plan is what all your efforts are based on. It must be structured, well thought out and most importantly, on paper. If your plan is not on paper, you do not have one.

Any fundraising plan is based on a series of assumptions about how and where you will raise money. Your plan is what you use to monitor and judge the accuracy of those assumptions and make adjustments, if necessary.

- Distribute Handout 9: *Fundraising Plan* and review with participants.

Your fundraising plan should include:

- **A fundraising strategy by donor group** (large, medium and small). (*Refer to Fundraising Strategy discussed on Day 1*)
 - Appropriate messages to reflect the campaign platform and candidate and the interests of the group you are targeting
 - Appropriate fundraising tools for each donor group
 - What you expect to raise from each group
 - A prioritized list of target groups
- **Fundraising goals** that indicate what you hope to raise for each fundraising activity and event.
- **A fundraising budget** that includes cost of events and activities.
- **A fundraising time line** that is:
 - Mapped to the campaign plan
 - Based on campaign budget needs

- **A short narrative** about:
 - Who is in charge?
 - Who does what? (*Note*: fundraising staffing roles is the next topic).
 - How the fundraising campaign will be implemented
- **An estimate of the number of volunteers** needed for each activity. Always plan for more than you think you will need.

ACTIVITY: *Developing a Fundraising Plan*

- Organize participants into small groups and ask them to develop their individual fundraising plans.
- Remind participants to work with and to incorporate the planning they have already done (contributor list, donor tools, fundraising strategy).
- Return to large group and present plans.
- Have groups critique the plans, based on:
 - Is it realistic for the time frame?
 - Are goal amounts and number of volunteers needed realistic?
- Ask participants to further develop their plans following the training session for their own purposes.

STAFFING FOR FUNDRAISING

- Distribute Handout 10: *Staffing for Fundraising* and review with participants.

You will need to recruit staff for your fundraising committee:

Finance Director

- The finance director on your campaign team is the head of the finance committee and coordinates the fundraising for your campaign. As well as being responsible for fundraising, the finance director develops and manages the campaign budget. She must be trustworthy, skilled at accounting and fundraising and well known and respected in the community.

The finance director's fundraising responsibilities include:

- Managing the entire fundraising effort, including:
 - Writing the fundraising plan and setting overall goals
 - Monitoring the fundraising plan,
 - Working with the campaign manager and team to match planned expenses to revenues

- Appealing to donors:
 - Organizing and staffing candidate call time
 - Writing and preparing templates for fundraising event invites, direct mail appeals, call scripts
 - Coaching the candidate on direct ask activities
 - Scheduling the candidate for fundraising events
 - Recruiting hosts

- Managing fundraising staff

- Coordinating fundraising committee and/or volunteers and surrogates (influential people working on the campaign's behalf)

- Working with the elections agent on the team to ensure that the campaign's fundraising efforts are complying with election law

Fundraising Scheduler

- The scheduler makes sure that the candidate has time every day for fundraising.

- The scheduler's job is to:
 - Schedule *time* for the candidate to make calls and to have meetings with potential large donors
 - Schedule *calls and meetings* where necessary
 - Support the candidate during calling times, including keeping a record of the calls.

Fundraising Researcher

- The researcher's job is to:
 - Research relevant information about donors such as what issues are important to them and how much they can afford to give
 - Keep on top of the opponent's campaign to ensure that both candidates don't end up in an area at the same time
 - Brief candidate on donors

Fundraising Events Coordinator

- The fundraising events coordinator is responsible for the overall management of fundraising events.
- Works closely with the special events coordinator. (*Note:* Often one person performs both roles on the campaign team).

Volunteers

- Volunteers are needed to assist with every activity.

Day 3

Afternoon Session:

FUNDRAISING GOALS

Once the campaign has determined how much money it needs to finance the campaign plan and how it will raise the money, it has to devise a way of tracking and monitoring fundraising efforts. The finance director and the campaign team can use a chart to track and monitor the fundraising campaign.

- Distribute Handout 11: *Fundraising Goals* and review with participants.
- Walk participants through the chart so that they understand how to read and analyse it.

The detailed breakdown of your fundraising goals should cover the entire campaign period and include:

- ✓ **Goal amount** – The goal amount is indicated at the top left hand corner of your budget sheet. This amount is the total amount you need to raise to implement your campaign plan.
- ✓ **Activities and events** - All of the activities and events for your fundraising campaign should be listed in the first column of your budget. They should be grouped under major headings such as 'Direct Asks', 'Events', 'Direct Mail', etc.
- ✓ **Months of the fundraising period** – The chart should indicate the months that the fundraising period covers across the top of the chart.

- ✓ **Goal amount and actual amount** – Under the month, list the amount of money you intend to raise that month under the heading “goal”. The column next to it indicates the amount you actually raised under the heading “actual”. The campaign might raise more or less than the goal amount.
- ✓ **Totals and differences** – Under each category of event or activity show the total amount raised for each activity. Below that show the difference between the total goal amount and the actual goal amount. This allows you to see if you are meeting your goals or falling short.
- ✓ **Monthly totals** – At the bottom of the budget there is a row labelled monthly totals. This shows the sum of the goal and actual amounts raised for all events and activities for each month.
- ✓ **“To Go” amount** – Directly below the monthly total is a row labelled “To Go”. This is the difference between the total goal amount and the money raised that month. It is the amount left to raise to meet the campaign goal.
- ✓ **Cash on hand** – Cash on hand refers to the total raised for the month plus any funds the campaign has saved. For example, if the total raised for August was \$ 4,300,000 and the campaign had \$ 2,100,000 in savings, the total cash on hand is \$ 6,400,00.00.

This format is a monthly breakdown of the fundraising effort; the finance director should also do a daily breakdown.

A daily breakdown:

- Allows the fundraising team to keep a close eye on shortfalls
- Demonstrates when certain events are not doing as well as others allowing the campaign to adapt the fundraising strategy if necessary.
- Stresses the importance of setting aside time for fundraising each day
- Allows for efficient management of the fundraising campaign
- Minimises surprises

ACTIVITY: *Preparing Fundraising Goals*

- Organize participants into small groups.
- Ask participants to each prepare their fundraising goals, working with their fundraising strategy and their contributor list.
- Have individuals present their goals to the larger group.

- Facilitate a discussion and critique of their presentations:
 - Are the goal amounts realistic?
 - Are the time frames to raise the amounts realistic?
 - Are the planned activities the most efficient use of time?
 - Are all types of donors targeted?

TRACKING DONORS AND DONATIONS

It is critical to keep an accurate record of **who** has given to the campaign, **how much** they have given and **when** and **where** they gave.

- Distribute Handout 12: *Tracking Donors and Donations* and review with participants.

MAKING FUNDRAISING WORK

- Distribute Handout 13: *Making Fundraising Work* and review with participants.

TRAINING SESSION EVALUATION and CLOSING

- Distribute the training session evaluation forms.
- Write the objectives of the course on a flip chart or chalkboard for the participants to refer to.
- Close the session.



HANDOUT 9: FUNDRAISING PLAN

Your fundraising plan should include:

- **A strategy by donor group** (large, medium and small). *(Review your notes from the session on Fundraising Strategy on Day 1)*
 - Appropriate messages that reflect the candidate and campaign platform and the interests of the group you are targeting
 - Appropriate fundraising tools for each donor group
 - What you expect to raise from each group
 - A prioritized list of target groups
- **Fundraising goals**: a list of your fundraising goals for each fundraising activity and event.
- **A fundraising budget** that includes cost of events and activities
- **A fundraising time line** that is:
 - Mapped to the campaign plan
 - Based on campaign budget needs
- **A short narrative about**:
 - Who is in charge
 - Who does what
 - How the fundraising campaign will be implemented
- **An estimate of the number of volunteers** needed for each activity

HANDOUT 10: STAFFING FOR FUNDRAISING

A suggested list of staff for your fundraising committee and their responsibilities:

Finance Director:

- Managing the entire fundraising effort, including:
 - Writing the fundraising plan and setting overall goals
 - Monitoring the fundraising plan
 - Working with the campaign manager and team to match planned expenses to revenues

- Appealing to donors:
 - Organizing and staffing candidate call time
 - Writing and preparing templates for event invites, direct mail appeals, call scripts
 - Coaching the candidate on direct ask activities
 - Scheduling the candidate for fundraising events
 - Recruiting hosts

- Managing fundraising staff

- Coordinating fundraising committee and/or volunteers and surrogates (influential people working on the campaign's behalf)

- Working with the elections agent on the team to ensure that the campaign's fundraising efforts are complying with election law

Fundraising Scheduler

- Ensures that the candidate has time every day for fundraising

- Schedules time for the candidate to make calls and have meetings with potential large donors

- Schedules calls and meetings where necessary
- Supports the candidate during calling times, including keeping records of the calls

Fundraising Researcher

- Researches relevant information about donors such as what issues are important to them and how much they can afford to give
- Keeps on top of the opponent's campaign to ensure that both candidates don't end up in an area at the same time
- Briefs candidate on donors and the opponent's strategies

Fundraising Events Coordinator

- Responsible for the overall management of fundraising events
- Works closely with the special events coordinator. (*Note: Often one person performs both roles on the campaign team*)

Volunteers

- Volunteers are needed to assist with every activity

HANDOUT 11: FUNDRAISING GOALS

Goal 8,000,000 Fundraising Goals						
ACTIVITY	August		September		October	
	<i>Goal</i>	<i>Actual</i>	<i>Goal</i>	<i>Actual</i>	<i>Goal</i>	<i>Actual</i>
CALL TIME	1,000,000	1,500,000	1,000,000	800,000	1,000,000	1,100,000
Totals	1,000,000	1,500,000	1,000,000	800,000	1,000,000	1,100,000
Difference		500,000		-200,000		100,000
EVENTS						
Women's Luncheon	250,000	300,000				
Trial Lawyers	500,000	400,000				
Music Concert			300,000	350,000		
Private Sector Dinner			300,000	200,000		
Religious Group Fair					100,000	65,000
Randyall House Party					150,000	200,000
Totals	750,000	700,000	600,000	550,000	250,000	265,000
Difference		-50,000		-50,000		15,000
DIRECT MAIL						
Re-solicitations	1,500,000	2,100,000				
3rd Party mailing						
Red Thread			100,000	78,000		
GHRA			100,000	75,000		
Women Lawyers					250,000	255,000
Totals	1,500,000	2,100,000	200,000	153,000	250,000	255,000
Difference		600,000		-47,000		5,000
Monthly totals	3,250,000	4,300,000	1,800,000	1,503,000	1,500,000	1,620,000
To Go		3,700,000		2,197,000		577,000
Total Raised		4,300,000		5,803,000		7,423,000
Savings		2,100,000				
CASH ON HAND		6,400,000		7,903,000		9,523,000

HANDOUT 12: TRACKING DONORS AND DONATIONS

It is critical to keep an accurate record of:

- **Who** has given to the campaign
- **How much** they have given; and
- **When** and **where** they gave

Ways to Track Donors and Donations

- Use a database or spreadsheet. A database is ideal as it allows you to sort the information in various ways. *For example:*

Name	Organization (if applicable)	Donation amount:	Date:	Where contribution was made:
Lance Allie	<i>Advance Shipping Co.</i>	\$ 10,000	September 4, 2004	ticket to private sector dinner
		\$ 50,000	September 15, 2004	candidate direct ask
Annie Archer		\$ 5,000	July 15, 2004	women's luncheon ticket
		\$ 25,000	August 2, 2004	candidate direct ask

- If you do not have access to a computer, develop a filing system using small cards (3 x 5). *For example:*

Name: Lisa Smith	
1. Amount: \$ 5,000	3. Amount:
Date: September 2, 2004	
How was contribution made: music concert	
2. Amount: \$ 10,000	
Date: September 30, 2004	
How was contribution made: direct ask by finance director	

Research Needed to Track Donors and Donations

- **Contact information** - name, address, phone numbers, email address
- **Personal information** - What groups do they belong to? Do they have a spouse? Children? What are they working on? What issues are important to them?
- **Source of contact** - Where did you find them? Do you have mutual friends?
- **Previous giving history** - Have they given to other organizations or other campaigns and what amount?
- **Amount to ask for** - Based on research about their capacity, note an amount to ask for. Ask for double what you think they will give.
- **Call/Ask history** - Keep track of all contacts:
 - When were they contacted?
 - What was said?
 - How much has been collected?
 - What was said?
 - Were they thanked?
 - When can they be approached again?

Donation Envelope

The donation envelope should be included with all campaign literature. The envelope should have the following on the outside:

- *"I would like to volunteer."*
- *"I will put a sign on my house."*
- *"I would like to publicly endorse this campaign."*
- ✓ A space for contact information
- ✓ Suggested donation amount



The campaign must check legal requirements around campaign literature and be sure that you comply.

- + *Note:* there are no specific laws regarding campaign literature; campaign literature would fall under the general laws governing broadcast and libel.

HANDOUT 13: *MAKING FUNDRAISING WORK*

Making Fundraising Work

- ✓ Develop a fundraising plan and a strategy for each potential donor group.
 - ✓ Make fundraising a priority.
 - ✓ Grow your list!
 - ✓ Allocate (schedule) time each day.
 - ✓ Set daily, weekly and monthly goals.
- ✓ Know what you are raising money for.
 - ✓ Thank your contributors.
 - ✓ Celebrate milestones.

ATTENDANCE SHEET

*Increasing Women's Political Participation in Guyana:
Candidate Skills Training Program*

Training Session:

Date:

Trainer:

Location of Training Session:

<i>NAME</i>	<i>Contact Information:</i>	<i>Organization:</i>

ATTENDANCE SHEET (page 2)

Increasing Women's Political Participation in Guyana: Candidate Skills Training Program

Date:

<i>NAME</i>	<i>Contact Information:</i>	<i>Organization:</i>

HANDOUT: GROUND RULES FOR TRAINING

1. There are no stupid questions. If you do have a question you don't want to ask in front of the others, please ask it privately during the break. Please do not think any question you have is unimportant.
2. Each session is flexible. The trainer needs to know what you want to learn from me. At the beginning of each session the trainer will outline for you what she expects to cover. The group can explore what is useful and not useful and modify to suit participants needs.
3. Respect each other, yourselves and the trainer. The trainer will be facilitating the discussion with your assistance.
4. On the last day you will be given a form for your feedback on making this training better next time. Please be honest! Constructive criticism is appreciated.
5. During this workshop everyone must feel free to express opinions and concerns. Please keep comments general and try to see frank discussions about politics as healthy exchanges rather than personal attacks.
6. Working in Guyana presents problems, challenges and issues. You all are your own best resources. Please consider this training the foundation for an ongoing network where you can share opinions, ideas, and support each other.
7. Over the course of these training sessions, let's acquire some useful skills and put together some great campaign plans with which to achieve great things! Thank you for participating!

EVALUATION FORM:

Training Session: _____

Date: _____

Trainer's Name: _____

Please do not write your name.

1. How many marks out of 10 would you give the course for the first objective?

2. How many marks out of 10 would you give the course for the second objective
(if applicable)? _____

3. How many marks out of 10 would you give the course for the third objective (if
applicable)? _____

4. How many marks out of 10 would you give the course for the teaching methods
used? _____

5. How many marks out of 10 would you give for the knowledge you have gained?

6. Do you feel better equipped to take a leadership role in your community? Give
reasons.

7. Do you feel better prepared to run in a local government election? Give reasons.

8. Was the training session relevant and useful?

9. What did you like most about the course?

10. What did you not like about the course?

11. What changes would you like to see in the course?

12. Was the trainer well prepared and effective in delivering the training session material?

13. What recommendations would you like to make to the trainer?

14. What three things do you plan to do as a result of the course?

1.

2.

3.

ADDITIONAL RESOURCES

NDI's *Access Democracy* Web Site:

<http://www.accessdemocracy.org/ndi/accessdem.asp>

"Win with Women - Strengthen Political Parties" Web Site:

<http://winwithwomen.ndi.org>

Active Training: A Handbook of Techniques, Designs, Case Examples and Tips,
by Mel Silberman, with Carol Auerbach; Jossey-Bass/Pfeiffer, 1998.

The Winning Trainer: Winning Ways to Involve People in Learning, by Julius E.
Eittington; Butterworth-Heinemann, 2002.

